

Workstream:

Marketing



# TMT Marketing Workstream

Last Updated 7/16/08

# McKinsey Marketing Recs



Need to understand communications basics before you can just “communicate widely”

- How
- Why
- Who
- When
- How Much



# Marketing Director Business Case

- Implement strategy to positively shape public image
- “Reactive posture”
- “Internal information vacuum”
- Strategic opportunities to positively highlight DOT
- Publicize new things and successes
- Manage literature and item distribution

Priscilla Tyree, PE  
Presentation to TMT LT  
December 07



# Communications Office Perspective

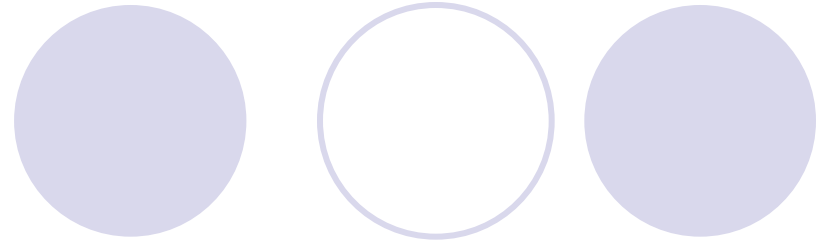
- Media will never be positive about us
- We do marketing
- We have skillsets for marketing
- Wouldn't help to hire marketing person
- Terminology
- Best thing: pull IMPACT back into Comm Office and have them do marketing and WZS/Construction Info



Leadership Team Direction

Q: Identify what is not  
happening today that we  
need

## A: Strategic Plan



### Determine

- Who we are marketing to
- What message we want to share (what is our brand)
- What formats best do that
- How do you make this work logistically within NCDOT

### Versus

Bunch of reactive, ad hoc, but good ideas from writers, engineers, accountants...

# A: Strategic Plan



## Must

- Have someone held accountable for outcomes and some ability to access marketing skillset
- Use current marketing techniques, esp technology
- Have a consistent “bundle” that transcends just media needs to communicate our message that is widely known and used across DOT
  - Logo, colors, fonts...websites, publications, new programs, etc.
  - Key statistics...# of bridges, etc. in easily accessible place
  - Tag line ...”Connecting People & Places”...brand!

## Big Question...

**Are we capable of doing this internally or do we need professional help???**





Parking Lot of Good Ideas  
External Comm – in/out  
Internal Comm – in/out

# External Communications - Outbound

- Bad Public View of NCDOT
  - Worse in Urban Areas
  - Better in Rural Areas
- Don't effectively market the
  - Services we have that could help them
    - State Maps
    - 511, Traffic Cameras, TIMS
    - ...
  - The good that we do
    - Count on media to tell our story
    - Technically proficient, national leaders, largest employer of engrs, one of largest state agencies, 2<sup>nd</sup> largest system....
    - Touch XM citizens each year thru
      - DMV – mailings and office visits
      - Rest Areas & Welcome Centers
      - Ferries, Trains, Yellow Trucks, ...
- Information is hard to find
  - Website / Phone Book Listings
  - Processes / Org Chart / Job Titles
  - Jargon
  - Reactive, not proactive
  - What we want to tell them versus what they want to know

# External Communications - Inbound

We don't know our customers!!!

- Who they are
  - Travelers: Through, Local, Destined, Originated, Commuter,
  - Commercial....20 categories?
- What they want/needs
  - Transportation needs – projects, programs, goals...
  - Information needs
  - How they want to be communicated with
- How satisfied they are with us (CS Survey)

# Internal Communications- Inbound

## We don't know our employees

- Who they are
  - Supervisors / Non-Supv (15/85)
  - Professional / Tech / Admin / ...
  - Raleigh / Divisions / Modes (x/70/y)
- What they want (Talent Mgmt — how to sustain post-TMT? )
- How they want to be communicated with
  - 2/3 have DOT email account
  - 70%\* have computer access at home
  - Distribution A / In The Loop ...are they “effective”...???
- How satisfied they are with us (Engagement Survey)

\* = Informal Division One Survey

# Internal Communications -Outbound

- Website /Portal: hard to navigate
- “Distribution A”: boring and never “urgent”, although recently improved (speed & format)
- Don’t take time to read “In the Loop” (43%???)
- No one can (or feels it is their responsibility to) really answer simply the most basic questions
  - How and when will we address salary inequities?
  - Why can’t we really do Alternative Work Schedules?
- IT: “every one complains but no one tells us what they want and for us to “just do it””



# Quasi Internal/External

- Partners

- Industry: AGC / ACEC / Suppliers
- Associations: NCSITE / WTS
- Peers: CC&PS / MPO's (?)

They like us, have vested interest in our success and have offered to help!

# Challenges



- What is our “metric” for this?
  - Owner – post TMT who will care?
  - Must be shared by Managers throughout Deptmt
- Wildcard
- Exec Cmte as Internal Communications Link has not worked effectively
- 24x7 – STOC / Communications ...opportunity
- Lots of Missed Opportunities if not coordinated

# Leverage

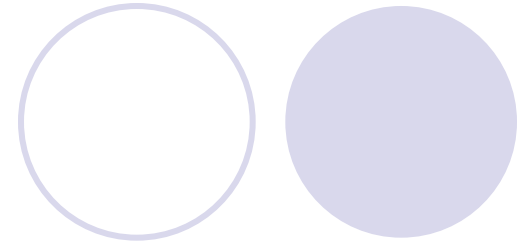


- What we have learned doing Presentations and Q&A's
  - They appreciate us coming out
  - Go to them in small groups of peers
  - Q&A: 10+/- Common Issues
  - Gotta have ongoing campaign, can't wait and schedule as needed
- Synergies from Other Things, esp Talent Mgmt
  - Recruiting
  - Orientation
- We cannot be unique in this
  - Other 49 State DOT's
  - Businesses with
    - Professional / Non- Professional Staff
    - Distributed Workforce
- COLLEGE BASKETBALL!!!
- Work that was done 2 years ago...Teresa P
- Local Presence Across State
  - Need Local "XXXX" Person
  - Communications thinks this will detract from one consistent msg...metrics?
- Technology
  - Emails versus Faxes
  - Subscriptions versus Mass Mailings
- Secretary wants to do this
- Partners



# We are not alone!

## AASHTO Secretary's Survey



### Strengths

- Good story to tell
- Excellent Customer Service
- Credible
- Impact EVERYONE

### Weaknesses

- We are bureaucratic
- Do not understand customer needs
- Do not communicate effectively (esp marketing)

### Opportunities

- Listen to customers
- Communicate performance results
- Use staff as ambassadors

### Threats

- Transportation taken for granted
- Unpopular and unsustainable funding source
- Political process

### Approach

- Good consistent story
- Make it simple
- Use it EVERYWHERE by EVERYONE

# Strategies



- Continued Q&A – every other year?
- Awards Program (FHWA model)
  - Visible thing that people know means you are a star..talent mgmt...?
- Community Service – w/conferences, etc.
- Audience Council (McK Rec)

# To Do's

1. Assemble Team (need 1 more male)  
Dara Demi, Jennifer Evans,  
Helen Landi, Michelle Long,  
Pat Ivey, Neil Lassiter
2. Validate these hypotheses
3. Gather BMP's  
MODOT, ...
4. Create implementation plan

# How NCDOT IS ADDRESSING MCKINSEY'S REPORT RECOMMENDATIONS

McKinsey's Recommendation	Activity Name	NCDOT Actions
<ul style="list-style-type: none"> <li>Ensure widespread posting of the mission and goals.</li> </ul>	SB - Mission and Goals, PO - Design TMT Communications Strategy	<ul style="list-style-type: none"> <li>Following the creation of the new mission and goals, managers were asked to prominently display these items in Department facilities. As a result, posters with NCDOT's mission statement and goals are posted in many public areas. These items are also clearly shown on our website.</li> <li>Wallet cards, note pads and color prints of DOT's Mission, Goals and Values have been widely distributed to employees throughout the organization. Over 3000 copies of personal size Mission &amp; Goals posters were distributed to NCDOT employees.</li> <li>NCDOT's new performance management process (Performance Dashboard and Appraisal) directly links our goals to metrics (which are clearly stated on the form).</li> <li>Updated Statewide Long-Range Transportation Plan</li> <li>Participated in Statewide Logistics Plan</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that pilot successes are widely communicated.</li> </ul>	SB - Bridge Program, SB - TIP Pilot	<ul style="list-style-type: none"> <li>Successes are being reported and communicated during the course of the pilots on a regular basis. The intent is for pilot success to become standard operating practice.</li> <li>Initial Bridge Program successes have been communicated to the BOT and 21<sup>st</sup> Century Committee.</li> <li>The TIP Pilot Program has been communicated to 21<sup>st</sup> Century Committee.</li> </ul>
<ul style="list-style-type: none"> <li>Communicate efficiency and productivity analysis as carefully as possible and in close coordination with other transformation communication.</li> </ul>	SB - NCDOT Organization, SB - NCDOT Scope of Activities, PO - Design TMT Communications Strategy	<ul style="list-style-type: none"> <li>Communication and coordination between units has increased as a result of the TMT workstreams and pilot initiatives.</li> <li>Identified internal efficiencies (as a result of the "bottoms-up" efficiency survey) are being communicated to the appropriate business units. Each business unit will be held accountable to implement changes.</li> </ul>

# How NCDOT IS ADDRESSING MCKINSEY'S REPORT RECOMMENDATIONS

McKinsey's Recommendation	Activity Name	NCDOT Actions
<ul style="list-style-type: none"> <li>Communicate metrics widely and identify the individuals and/or business units accountable for them.</li> </ul>	PM - Performance Metrics, TM - Performance Management, Transformation Training and Rollout	<ul style="list-style-type: none"> <li>Outcomes will be communicated throughout the organization and beyond, as appropriate.</li> <li>Metrics that tie to NCDOT goals were developed for the top "150" managers.</li> <li>The new performance management system, Performance Dashboard and Appraisal (PDA), was implemented for the top "150" managers on April 1, 2008. The new PDA system was introduced to the remainder of NCDOT employees on October 1, 2008 and will "go live" on April 1, 2009.</li> </ul>
<ul style="list-style-type: none"> <li>Develop an internal communication philosophy and approach that constantly reinforces mission, goals, and values and positions DOT leadership for appropriate modeling opportunities.</li> </ul>	SB - Mission and Goals, PM - Performance Metrics, TM - Performance Management	<ul style="list-style-type: none"> <li>The new employee orientation process exposes new employees to mission, goals, and values.</li> <li>The new PDA system is based on performance of activities related to our mission, goals, and values (which are clearly stated on the PDA form).</li> <li>NCDOT Performance Measures, which are directly linked to our goals, will be regularly updated on the dashboard.</li> <li>Value trees have been developed to link every employee's job back to our goals.</li> </ul>
<ul style="list-style-type: none"> <li>Allow alternate work schedules to increase employee flexibility – while still requiring that performance objectives be met</li> </ul>	TM - Quick Wins, TM - Employee Recruitment, Onboarding, and Employee Value Proposition	<ul style="list-style-type: none"> <li>This item was completed in October 2007.</li> <li>Follow-up communication was sent by the HR Director in February 2008.</li> </ul>
<ul style="list-style-type: none"> <li>Reinstate career banding, in line with legislative approval, to bring NCDOT's existing salary structures</li> </ul>	TM - Quick Wins, TM - Employee Recruitment,	<ul style="list-style-type: none"> <li>Career-banding was reinstated for Law Enforcement Officers, Information Technology classifications, Vehicle Equipment Repair Technicians and Supervisors, Transportation</li> </ul>

# HOW NCDOT IS ADDRESSING MCKINSEY'S REPORT RECOMMENDATIONS

McKinsey's Recommendation	Activity Name	NCDOT Actions
more in line with the marketplace, helping reduce the number of employees lost to the private sector	Onboarding, and Employee Value Proposition	<p>Technicians, Transportation Supervisors (October 2007).</p> <ul style="list-style-type: none"> <li>▪ Career-banding for Engineers and Accountants is anticipated to begin in Spring 2009.</li> <li>▪ A plan was developed to bring existing salary structures more in line with the marketplace for the remaining employees (not included in the first two bullets).</li> <li>▪ NOTE: Career banding was put on hold in the Fall of 2008 due to budget constraints.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Devote senior management time to communicating and demonstrating that the new performance management system is a tool for development and performance rather than a nominal administrative activity; ensure that persistent underperformers are terminated; and continue to recommend legislation that would allow performance-based pay, while exploring non-monetary ways to reward strong performers.</li> </ul>	TM - Employee Recruitment, Onboarding, and TM - Employee Value Proposition, TM - Performance Management	<ul style="list-style-type: none"> <li>▪ The implementation of the new PDA system for the top "150" managers on April 1, 2008 began the cultural change of using a performance management system for development and measuring performance.</li> <li>▪ Senior leadership continues to work with our external partners to obtain a partial exception to GS 126 to allow for monetary reward for high performers.</li> <li>▪ The new PDA system incorporates a policy for persistent underperformers.</li> <li>▪ Non-monetary rewards are currently being explored. Requiring non-monetary rewards will require a statutory change.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ensure that internal and external communication of the transformation is as proactive as possible.</li> </ul>	PO - Design TMT Communications Strategy	<ul style="list-style-type: none"> <li>▪ NCDOT will to continue to be as proactive as possible in communicating the successful outcome of the transformation effort. "Building a Better NCDOT" is featured on the NCDOT webpage and contains info on the re-alignment, organizational performance dashboard, mission and goals, etc.</li> </ul>

## **Business Case for Marketing Director**

**Job Overview:** To develop and implement market strategy that positively shapes the department's public image.

### **What problems will this role solve?**

Currently, NCDOT assumes a reactive posture in how it shares information with the public. In the diagnostic, employees reported an internal information vacuum. We believe that through strategic selected opportunities the Department can share positive press about its current, proposed, and planned projects, programs, services, and initiatives (PPSIs) and maintain better control of how the department is perceived and received throughout the state.

### **Major Responsibilities**

- Identify and pursue strategic opportunities to positively highlight the department's image.
- Publicize departmental successes in the PPSI delivery processes.
- Publicize new departmental PPSIs.
- Manage creation, publication, and distribution of marketing, educational, and promotional literature and items.

### **What success will look like in two years**

- Improved departmental public image.
- Increase departmental presence through statewide events, displays, and exhibits.

### **Key Performance Measures for position (examples – list not exhaustive)**

- Number of occurrences of positive press for the department.
- Number of events, displays, and exhibits where department was prominently displayed.
- Surveys of the public showing increased awareness of NCDOT initiatives, with direct links from those activities to increased positive feelings/perceptions about the department.

### **Competencies/Skills of successful candidates for position**

- Experienced marketing professional with a bachelor's degree from an accredited university or college.
- Advanced degree in journalism, marketing or business administration, preferred
- Effective communicator, collaborator, team builder, and consensus builder.

### **Place within the organization**

### **Cost**

Costs of this recommendation vary. Minimal costs would be incurred if marketing responsibilities were to be added to the PIO. There may be a need to create a marketing position within the current structure or increase duties and responsibilities of current staff. If a Marketing Director role is created, costs would include the salary for

the position, and office supplies and equipment. Due to the nature of this new role and the specialized skill set, recruitment for this position may be outside of state government. Professional service fees are associated with procuring the services of a marketing consultant.

### **Conclusion**

Our current relationship with the media is a reactive and responsive posture. The marketing effort is a proactive approach. Through strategic participation in events, displays, and exhibits statewide, the department will gain greater exposure in a positive light and shape its perception. The distribution of educational and promotional information and items may help to establish positive associations with the department. There are several options for placement of this role. Firstly, the role of the PIO could be enhanced to provide a marketing function. Secondly, the role of the Marketing Director, which would be a direct report to the COO, could be created. Under this structure, the role would be independent from the Public Information Office, as the responsibilities are different. A third option is to procure this expertise from an outside consultant.